

November 10, 1976

(Administration)

MEMORANDUM FOR THE DIRECTOR, OFFICE OF MANAGEMENT AND BUDGET

ATTENTION: Committee Management Secretariat

SUBJECT: Establishment of the Board of Visitors, National  
Defense University

Pursuant to the provisions of Public Law 92-463, Federal Advisory Committee Act, the Department of Defense proposes to establish the Board of Visitors, National Defense University and disestablish both the Board of Advisors, the Industrial College of the Armed Forces (ICAF), and the Board of Consultants of the National War College (NWC). The National Defense University, which was established earlier this year, consolidates both ICAF and the NWC. The new committee is a successor to both committees being disestablished and will continue performing the same essential reviews.

This committee is in the public interest because it brings together individuals whose specific talents and experience enable them to accurately assess the University's educational programs, policies, research, and administration without any internal bias.

Membership on the committee is balanced by selecting individuals with expertise in government, business, and education.

The information or recommendations obtained from this committee does not duplicate the efforts of other DoD advisory committees, or staffs. The varied backgrounds and perspectives of the members provides an input not otherwise available.

A certification that the committee is in the public interest, and a description of the nature and purpose of this committee will be published in the Federal Register.

A copy of their charter is attached for your information.

SIGNED

Arthur H. Ehlers  
DoD Committee Management Officer





THE JOINT CHIEFS OF STAFF  
WASHINGTON, D.C. 20301

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THE JOINT STAFF

MEMORANDUM FOR THE DEPUTY ASSISTANT SECRETARY OF DEFENSE  
(COMPTROLLER) (ADMINISTRATION)

Subject: Advisory Committees at National Defense  
University

1. On 16 January 1976, the National Defense University (NDU), was formally established at Fort Lesley J. McNair. The National War College (NWC) and the Industrial College of the Armed Forces (ICAF) were consolidated within the university structure. In view of the establishment of NDU, there is no longer a requirement for two separate advisory committees serving the university, i.e., one for NWC and the other for ICAF.

2. It is, therefore, requested that, effective January 1977, a single advisory committee, to be known as the Board of Visitors, NDU, be established and that the separate advisory committees for NWC and ICAF be terminated. Required justification for the Board of Visitors, NDU, follows:

a. The Board is in the public interest because it will enable the President, NDU, and Commandants of NWC and ICAF to receive highly expert, wholly independent, and sharply focused assessments of University and College educational programs, policies, research, and administration. Such assessments can provide invaluable assistance in curriculum development, faculty utilization, and student selection. Recommendations by the Board on matters outside the scope of the President's authority, such as Service assignments policy for faculty and students, would normally be forwarded to the Joint Chiefs of Staff for their consideration. The public interest would be served through interchanges of expertise to be realized from periodic sitting of the Board.

b. Balanced membership will be maintained on the Board. Members will represent a broad spectrum of expertise in



government, business, and education. In addition, there will be a balance between military and civilian national security practitioners, academicians, and civilian leaders in public service.

c. The Board's functions cannot be performed by an existing DoD staff or advisory committee. As in all highly regarded academic institutions, the observations, reviews, and criticisms of accomplished persons in various disciplines and professional backgrounds outside the faculty structure and outside of government are needed to maintain a viable and forward looking educational program for senior students representing such diverse professional backgrounds. The civilian and military students of the NDU are sponsored by various civilian agencies of the Federal Government, as well as the Department of Defense. In addition, the scope of studies is on a national level part of the time. It is, therefore, highly desirable to have an advisory board whose members will have served at the highest levels of policy and decisionmaking in the Services or Federal Government; or at a high level in academia where they are recognized as top authorities in their field; or are well-known leaders in business, industry, or other nonacademic civilian pursuits.

3. The notice required for the Federal Register is attached. This confirms conversation between Mr. J. R. Wilson, your office, and Lt Col Carleton, USAF, Manpower Division, J-5, Extension 76257.



LESTER T. KEARNEY, JR.  
Major General, USAF  
Vice Director, Plans  
and Policy Directorate

Attachment  
a/s





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(COMPTROLLER) (ADMINISTRATION)

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c. The Board's functions cannot be performed by an existing DoD staff or advisory committee. As in all highly regarded academic institutions, the observations, reviews, and criticisms of accomplished persons in various disciplines and professional backgrounds outside the faculty structure and outside of government are needed to maintain a viable and forward looking educational program for senior students representing such diverse professional backgrounds. The civilian and military students of the NDU are sponsored by various civilian agencies of the Federal Government, as well as the Department of Defense. In addition, the scope of studies is on a national level part of the time. It is, therefore, highly desirable to have an advisory board whose members will have served at the highest levels of policy and decisionmaking in the Services or Federal Government; or at a high level in academia where they are recognized as top authorities in their field; or are well-known leaders in business, industry, or other nonacademic civilian pursuits.

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SIGNED

LESTER T. KEARNEY, JR.  
Major General, USAF  
Vice Director, Plans  
and Policy Directorate

Attachment  
a/s

DEPARTMENT OF DEFENSE  
BOARD OF VISITORS  
NATIONAL DEFENSE UNIVERSITY

In accordance with the provisions of Public Law 92-463, Federal Advisory Committee Act, notice is hereby given that the Board of Visitors, National Defense University has been found to be in the public interest in connection with the performance of duties imposed on the Department of Defense by law. The Office of Management and Budget has also reviewed the justification for this advisory committee and concurs with its establishment.

The nature and purpose of the Board of Visitors, National Defense University, is to provide the President of the University and the Commandants, Industrial College of the Armed Forces and The National War College advice on matters relating to faculty, students, curricula, educational methodology, research, and administration for both resident and nonresident programs.

Maurice W. Roche, Director  
Directorate for Correspondence and  
Directives, OASD (Comptroller)



## BOARD OF VISITORS, NATIONAL DEFENSE UNIVERSITY

### JUSTIFICATION:

1. This Board is in the public interest because:

It will enable the President, National Defense University and Commandants of The National War College and the Industrial College of the Armed Forces to receive highly expert, wholly independent, and sharply focused assessments of University and College educational programs, policies, research, and administration. Such assessments can provide invaluable assistance in curriculum development, faculty utilization, and student selection. Recommendations by the Board on matters outside the scope of the President's authority, such as Service assignments policy for faculty and students, would normally be forwarded to the Joint Chiefs of Staff for their consideration. The public interest would be served through interchanges of expertise to be realized from periodic sitting of the Board.

2. The plan to attain balanced membership follows:

Members should represent a broad spectrum of expertise in government, business, and education. Members should represent a balance between military and civilian national security practitioners, academicians, and civilian leaders in public service.

3. The Board's functions cannot be performed by an existing DoD staff or advisory committee for the following reasons:

As in all highly regarded academic institutions, the observations, reviews, and criticisms of accomplished persons in various disciplines and professional backgrounds outside the faculty structure and outside of government are needed to maintain a viable and forward-looking educational program for senior students representing such diverse professional backgrounds. Since the civilian and military students of the National Defense University are sponsored by various civilian agencies of the Federal Government as well as the Department of Defense and since the scope of studies is on a national level part of the time, it is highly desirable to have an advisory board whose members will have served at the highest levels of policy and decisionmaking in the several Services or the Federal Government; or at a high level in academia where they are recognized as top authorities in their field; or are well-known leaders in business, industry, or other nonacademic civilian pursuits.